

Sector-led improvement in Adult Services

Purpose of report

For information.

Summary

This report updates the Boards on the progress in developing *Towards Excellence in Councils' Adult Social Care*, a programme on sector-led improvement, support and self assessment in adult social care. It has been agreed that the Community Wellbeing Board would receive updates on the programme every six months.

This work sits within the overall approach to sector-led improvement which is set out in "Sector-led improvement in local government" which is attached at **Appendix A**. "Sector-led improvement in local government" describes a comprehensive and coordinated approach to sector-led improvement, the key principles on which it is based and the core components of the support offer to the sector, including the work of TEASC and the Children's Improvement Board.

This item will be led by Dennis Skinner Head of Leadership and Productivity, LGA and Oliver Mills, National Programme Director for Towards Excellence.

Recommendations

The Boards are asked to:

1. note the progress made so far as outlined in the report; and
2. agree that officers take this work forward in the way described at points 5 - 14.

Action

As directed by Members.

Contact officer: Oliver Mills/Emma Jenkins
Position: National Programme Director/Senior Adviser
Phone no: 07881 820895 / 020 7664 3046
E-mail: Oliver.Mills@local.gov.uk / emma.jenkins@local.gov.uk

Sector-led improvement in Adult Services

Background

1. Towards Excellence in Councils' Adult Social care (TEASC) is a programme of work with and for councils to improve performance in adult social care. Its core elements include regional work; robust performance data; self evaluation; and peer support and challenge. The sector-led initiative builds on the self-assessment and improvement work already carried out by councils.
2. The TEASC programme board is responsible for working with Councils to develop and implement sector-led improvement in adult social care, in line with the Local Government Association's publication 'Sector-led improvement'. The board is a partnership chaired by the Association of Directors of Adult Social Care (ADASS) with senior representation from the Local Government Association (LGA), the Department of Health (DH), the Care Quality Commission (CQC), the Society of Local Government Chief Executives (SOLACE), the Think Local Act Personal partnership (TLAP) and the Social Care Institute for Excellence (SCIE). More information can be found at <http://www.local.gov.uk/adult-social-care>.
3. The programme began with a year of transition in 2011/12. There will be a year of full implementation in 2012/13 and a year of consolidation 2013/14. It is felt that the first year of the programme has resulted in significant developments in the process of transition from the old performance framework to a new sector-led approach to improvement. Overall, these separate components being further developed in the second year are on course to be assembled to create the final model of sector-led improvement in adult social care, by March 2013.
4. The Department of Health provides funding for the three year programme and it has provided £500,000 for 2012/13. The programme also has a very similar approach to the parallel programme in children's services, particularly around its basis of peer support and regional work, although the funding for this is significantly more.

Update on activity since March

5. **Working with councils previously judged 'adequate'** for adult social care by the Care Quality Commission in 2010: Each council has developed an improvement plan funded by the programme. Progress against this is formally endorsed by a peer challenge and support from a peer director, amongst other mechanisms. The improvement by three Councils has been formally recognised by the Programme Board – Cornwall, Central Bedfordshire and South Tyneside. The remaining four will attend the Board shortly – Wirral, Solihull, Gateshead and Redcar & Cleveland.
6. **Working with regions:** Reflecting the shift from a top down approach to performance to a collective ownership of improvement, the model of sector-led improvement is being developed with the ADASS regions and networks, supported by the LGA's and the DH's regional presence. £17,000 is to be allocated to regions shortly, combined with a

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straightforward process for monitoring region's delivery plans which will be reported back to the CWB Board in the next report back from the programme. This follows a distribution of £25,000 in 2011/12. This will be circulated with guidance which is being prepared on the range of approaches to challenge from ones peers which are developing in each of the nine regions, in order to retain the integrity of the LGA's offer on peer challenge.

7. **Local accounts:** councils were encouraged by the programme board to produce an annual 'local account' as a means of reporting back to local people on performance in adult social care. Though discretionary, most councils have produced one and all regions are supporting councils in their production. The Programme Board recently commissioned an independent national overview of local accounts produced so far. The learning from this is shaping a national conference on 12 November at the LGA to share practice and look at how local accounts can evolve in an increasingly integrated system. This will be further followed by more information for Councils on 'what good looks like' in local accounts.
8. **Progress report:** based the principles of co-production, transparency and data sharing, the programme board launched its first report on progress in adult social in England at National Conference. This used data supplied by councils to the Information Centre for 2011/12 and other published evidence, such as ADASS surveys on budgets and personalisation. Distributed with a range of tools to aid analysis and improvement, this work will provide a baseline picture and tools which councils can use to analyse and benchmark data and a 'line of sight' for a range of audiences with a interest in social care. Further work on bringing together the information needed to support improvement in 'real time' is under consideration, with LG Inform as the key mechanism to host this.
9. **Managing the risk of underperformance:** the programme board is developing its thinking on how best to support councils in need of extra sector-led support, based on process outlined in 'Sector-Led Improvement'. This has led to the development of an 'ADASS mandate' to clarify the role of Directors at all tiers of the Association. This emphasises the commitment to work together as peers to support each other's improvement. The focus on the programme will remain on promoting excellence in councils' approach to adult social care, as opposed to an approach that appears to focus primarily on addressing poor performance.
10. **Coordination of national support offers:** the Programme Board is working with other key national improvement agencies, such as SCIE, National Skills Academy, Skills for Care, Research in Practice for Adults, to coordinate their offers to the sector. A further conversation will take place with the DH in their role as a funder to shape the improvement offer each will provide in the future to ensure that these reflect the needs of Councils and to assist local improvement planning.
11. **Funded projects:** A small amount of funding has been provided for issues which are identified by the programme board as being critical to the delivery of sector-led improvement. For example, work has been commissioned on developing an outcomes-based approach to monitoring safeguarding. Work also has now started on updating the DH 2009 'Use of Resources' publication to pull together current evidence on use of resources and the opportunities for delivering sustainable savings. It will pick up

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emerging learning from the LGA Adult Social Care Efficiency programme, and develop tools and processes to support delivery of the efficiencies identified.

12. **Programme Management:** regular communication about the programme's activity is circulated via monthly bulletins. The programme is being evaluated via the LGA's wider evaluation activity on sector-led improvement and the Board is undertaking some self-assessment activity of how its work is delivering against the key principles of sector-led improvement. Further work around external and independent assurance of the final model will be developed.
13. **Closer links with other programmes:** The implications of integration of adult social care with health for sector-led improvement will need to be scoped, as noted in another item at today's Board. There also will be opportunities to align the other sector-led improvement programmes, especially with regards to the regional delivery capacity within the more substantially-funded Children's programme and given the context of the increasing number of joint appointments at Director level.
14. **Leadership:** further work will be undertaken to establish the political accountability of the devolved work at regional level, based on existing member led regional structures, as well as further engagement with Leaders and Chief Executives.

Financial Implications

15. There are no additional financial implications arising from this report not covered within business plans or the additional programme funding.

Implications for Wales

16. These arrangements apply to England only. The idea of local accounts has drawn on approaches for social services piloted in Wales.